



ANNUAL REPORT FOR 1944

NEW ENGLAND DEACONESS HOSPITAL

ANNUAL REPORT

1944



DEACONESS GENERAL

PALMER MEMORIAL

GEORGE F. BAKER CLINIC

DEACONESS ROAD

BOSTON, MASSACHUSETTS

NEW ENGLAND DEACONESS HOSPITAL

HONOR ROLL

*Commemorating the patriotism of our
Doctors, Nurses and Employees
serving in the Armed Forces of our Country*

Herbert D. Adams, M.D.	John L. Fromer, M.D.	William Nolan
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Hollis L. Albright, M.D.	M.D.	Rita Palmer, R.N.
Priscilla G. Archibald,	Gertrude Goldberg	Langdon Parsons, M.D.
R.N.	A. Faye Goodwin, R.N.	Hazel Pederson, R.N.
Theodore L. Badger, M.D.	Helen Gil, R.N.	Carolyn Perkins, R.N.
Henry K. U. Beecher, M.D.	Ward I. Gregg, M.D.	Carey M. Peters, M.D.
Lawrence C. Begin	Doris Hackett, R.N.	Lewis Peterson
Reeve H. Betts, M.D.	Donald P. Ham, M.D.	Richard Powers
Ethel Blaisdell, R.N.	Edith Hambly, R.N.	Theodore C. Pratt, M.D.
Elizabeth Blakeley, R.N.	James C. Harberson, M.D.	Ruth Preston, R.N.
Esther Borden, R.N.	Claire Hartwell, R.N.	Marguerite Reynolds, R.N.
Allen G. Brailey, M.D.	Ruth Holmes, R.N.	Thelma W. Ricard, R.N.
Charles W. Bryan, M.D.	Virginia Holt, R.N.	Lyman G. Richards, M.D.
Walter S. Burrage, M.D.	Muriel Howarth, R.N.	Emmet Robb, R.N.
Mary Butler, R.N.	Lyman H. Hoyt, M.D.	Eleanor C. Rudolph, R.N.
Bradford Cannon, M.D.	Francis T. Hunter, M.D.	Ruth Sabin, R.N.
Marion Carro	John Humphrey	Mildred Saksen, R.N.
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M.D.	Dorothy Jensen, R.N.	Marian Schools, R.N.
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Geraldine Childs, R.N.	Jeannette Kezer, R.N.	William M. Shedden, M.D.
Janie Christie, R.N.	Donald S. King, M.D.	Dorothy Slater, R.N.
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Virginia Ewell, R.N.	William A. Meissner, M.D.	Hazel Williams, R.N.
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Shirley French, R.N.	Everett Nix	

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1945

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19 Chestnut Street, Cambridge, Mass.

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360 Huntington Avenue, Boston, Mass.

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Boston Safe Deposit & Trust Co., Boston, Mass.

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81 Garden Road, Wellesley Hills, Mass.

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*VINCENT P. CLARKE
*JAMES V. CLAYPOOL
KARL T. COMPTON
HOWARD W. COWEE

* In Military Service.

† Deceased.

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 JOSEPH E. PERRY
 DWIGHT S. PIERCE
 ROBERT M. PIERCE
 LELAND POWERS
 WILLIAM P. PRITCHARD
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 JOHN G. ROGERS
 HENRY S. ROGERSON
 HOWARD F. ROOT
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 E. RAY SPEARE
 PERCY M. SPURRIER
 DONALD B. STANBRO
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 MRS. EDGAR N. WRIGHTINGTON
 ROY A. YOUNG
 MRS. WILLIAM LEROY YOUNG

† Deceased.

THE REPORT OF THE CHAIRMAN OF THE EXECUTIVE COMMITTEE TO THE MEMBERS OF THE CORPORATION OF THE NEW ENGLAND DEACONESS HOSPITAL

The Executive Committee held 8 meetings during the year 1944.

The Administrator's reports of the operations of the Hospital were received, and his recommendations were acted upon. New problems faced us daily, but under Dr. Cook's able leadership they were cared for in an efficient manner.

Some of the important actions of the Committee were authorizing the rebuilding of the elevator in the Palmer Memorial Building at a cost of about \$8500. This work has been completed, and the larger elevator is filling a very great need.

Much time was given to the planning for the expansion of the Hospital and at the meeting of the Executive Committee on June 28, 1944 it was Voted to recommend to the Trustees that we proceed with the campaign for Capital Funds of \$1,500,000. The Trustees on this same date, at a later hour, approved the plan of procedure and instructed the Executive Committee to carry out the plans, with power.

Authorization was given to rearrange the library in the Nurses' Home to make it more adaptable to the needs of the nurses.

Realizing the need of relaxation for our student nurses, authorization was given to provide a tennis court at the Kent Street property, as soon as possible and practicable.

A special committee conferred with the Trustees of the Channing Home, with a view of taking over the Home and their Permanent Fund. If this can be consummated it will be of great advantage to our Hospital. At the present time it is in its preliminary stage.

We are indebted to Mr. Alfred H. Avery for his fine handling of the Middleboro property of the Lizzie W. Lincoln Estate, in which we have an interest with two other institutions. The property is all sold, with the exception of one vacant lot and wood-land.

The Treasurer's reports have been in the hands of each member of the Executive Committee prior to the meetings for study, and the reports have been analyzed and approved.

A tentative budget of \$1,075,548 has been approved, and a final detailed budget comes before the Executive Committee for approval February 15th.

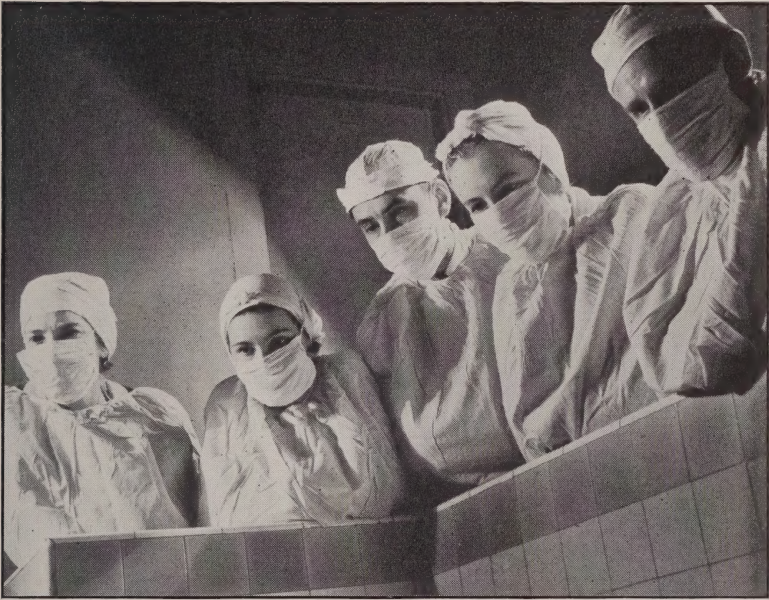
We are very fortunate in having for our treasurer Mr. Francis W. Capper, Vice President of the Boston Safe Deposit and Trust Company. Mr. Capper is also Chairman of the Investment Committee which holds monthly meetings.

The affairs of the Hospital have been administered in a very fine way by Dr. Warren F. Cook, and we appreciate his untiring efforts during these unusual times.

The Executive Committee is very conscious of the great burden placed upon our doctors, and we are grateful for the splendid work they are doing at our Hospital. We likewise appreciate the loyalty of our nurses, employees, and volunteer helpers, for without their combined loyalty the operation of the Hospital would have been next to impossible.

January 31, 1945

STANLEY O. MACMULLEN,
Chairman, Executive Committee.



The Eyes Have It

REPORT OF THE TREASURER

BALANCE SHEET, DECEMBER 31, 1944

ASSETS

Current Assets:

Cash.....		\$	39,122.03
Investment of Current Funds.....			100,090.23
Accounts Receivable.....	\$	67,709.46	
Less reserve for uncollectible accounts.....		26,097.67	41,611.79
Inventories of Supplies.....			65,311.78
Total Current Assets.....		\$	246,135.83
Cash and Securities reserved for gifts and bequests for special purposes, including \$3,268.61 for Radium Fund.....			100,234.64

Investment of Funds:

General:

Securities and Savings Bank Deposits (Market Value \$655,000).....	\$648,833.15		
Cash awaiting Investment.....	8,352.39	\$	657,185.54

Special:

Fannie S. Elliott Fund Securities and Savings Bank Deposits (Market Value \$31,800).....	31,543.19		
F. B. and G. A. Webster Annuity Fund Securities and Savings Bank Deposits (Market Value \$9,500).....	8,798.01		

Savings Bank Deposits:

Alice Wheeler Fund.....	\$ 8,553.19		
Smith Hamilton Fund.....	42,600.00		
Amy W. Pinkham Fund.....	20,000.00		
Annuity Reserve.....	17,200.00	88,353.19	785,879.93

Real Estate and Equipment:

Land and Buildings.....	2,130,188.15		
Equipment and Furnishings.....	194,102.70		
Radium.....	134,694.33	2,458,985.18	

Insurance Prepaid.....		4,703.13	
New Building Fund Cash.....		165,259.66	
			\$3,761,198.37

REPORT OF THE TREASURER

BALANCE SHEET, DECEMBER 31, 1944

LIABILITIES AND FUNDS

Current Liabilities:	
Accounts payable.....	\$ 51,478.09
Taxes withheld from salaries and wages for quarter ended December 31, 1944.....	4,304.58
Accrued Expenses.....	4,351.26
Mortgage payments due in 1945.....	60,293.35
Total Current Liabilities.....	\$ 120,427.28
Gifts and Bequests for Special Purposes.....	96,966.03
Mortgage payable (Excluding \$60,293.35 shown under Current Liabilities above).....	319,869.72
Endowment Fund less unapportioned loss on sale of General Investments (\$2,481.00).....	748,679.93
Amy W. Pinkham Fund.....	20,000.00
Annuity Reserve.....	17,200.00
Training School Funds.....	2,522.77
Building and Equipment Funds.....	1,884,797.95
Radium Fund.....	137,962.94
Reserve for Improvements and Replacements delayed by War Priorities.....	28,220.00
General Fund.....	219,292.09
New Building Fund.....	165,259.66
	<u>\$3,761,198.37</u>



Just Pals

INCOME STATEMENT

YEAR ENDED DECEMBER 31, 1944

Hospital Net Income.....		\$1,009,815.90
Supplementary Income:		
Investment Income excluding Income from Martha		
A. Sargent Fund appropriated for reduction of		
Mortgage Payable.....	\$ 21,699.97	
Donations.....	21,495.22	
Income from Emma K. Ames Estate during period of		
Administration.....	6,000.00	
Guarantee Fund.....	175.00	
Total Supplementary Income.....		49,370.19
Total Hospital and Supplementary Income.....		\$1,059,186.09
Received from Community Fund.....		11,102.00
Total Income.....		\$1,070,288.09
Hospital Expense:		
Administrative and General.....	\$ 84,214.16	
Household and Property.....	542,061.33	
General Professional Care.....	252,779.38	
Special Professional Care.....	165,161.12	
Out-Patient Department.....	6,515.16	
Interest.....	21,533.46	
Pensions.....	1,680.00	
Provision for Replacements and Equipment delayed		
by War Priorities.....	21,065.62	
Emergency War Expense.....	550.00	
Annuities.....	1,497.12	
Total Expense.....		1,097,057.35
Deficit for the Year.....		\$ 26,769.26

ANALYSIS OF GENERAL FUND ACCOUNT

Balance January 1, 1944.....		\$ 150,227.06
Add:		
Income from Martha A. Sargent Fund appropriated		
for reduction of mortgage payable.....		31,000.00
Unrestricted Legacies.....		283,131.17
		\$ 464,358.23
Deduct:		
Transfers to Building Fund representing payments on		
mortgage.....	\$218,296.88	
Deficit for the year as above.....	26,769.26	245,066.14
Balance December 31, 1944.....		\$ 219,292.09

FRANCIS W. CAPPER,
Treasurer.

AUDITOR'S CERTIFICATE

NEW ENGLAND DEACONESS HOSPITAL,
Boston, Massachusetts.

I have examined the balance sheet of New England Deaconess Hospital as at December 31, 1944, the Income Statement and Analysis of General Fund Account for the year then ended, have reviewed the system of Internal Control and Accounting Procedures of the Hospital, and, without making a detailed audit of the transactions, have examined or tested accounting records of the Hospital and other supporting evidence, by methods and to the extent deemed appropriate.

It is not the practice of the Hospital to make provision for depreciation on Buildings and Equipment.

In my opinion, the accompanying balance sheet and related income statement and the analysis of General Fund Account present fairly the position of New England Deaconess Hospital as at December 31, 1944, and the results of its operations for the fiscal year, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

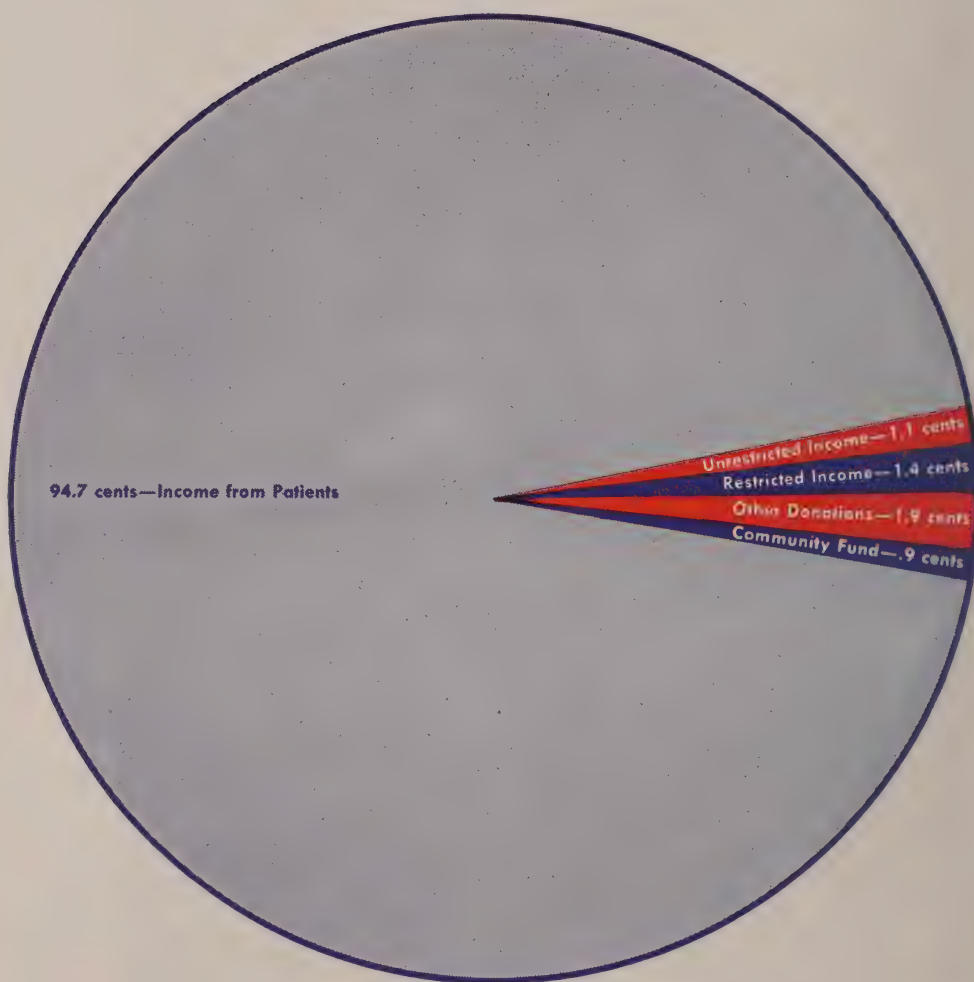
W. WEBSTER McCANN,
Certified Public Accountant.

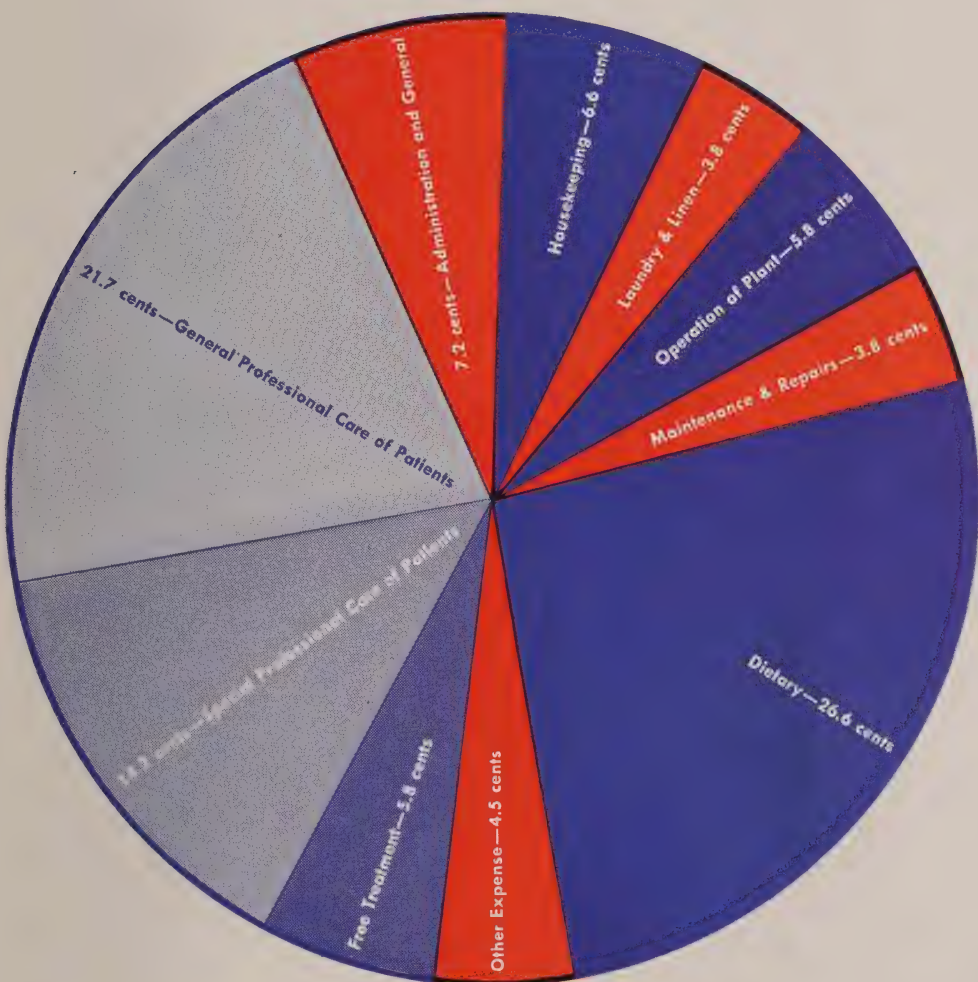
BOSTON, MASSACHUSETTS,
January 22, 1945.



Who's Next?

DISTRIBUTION OF THE INCOME DOLLAR
1944



DISTRIBUTION OF THE EXPENSE DOLLAR
1944

ENDOWMENT FUNDS

DECEMBER 31, 1944

INCOME TO BE USED FOR FREE BEDS

<i>Name</i>	<i>Date</i>	<i>Amount</i>
Mary V. Ackley Free Bed Fund.....	1936	\$ 3,000.00
Adelaide Bunnell Allen Fund.....	1942	1,000.00
Julia A. Babcock Free Bed Fund.....	1929	200.00
George William Boyd Free Bed Fund.....	1909	5,000.00
Abbie K. Chandler Free Bed Fund.....	1913	1,000.00
John Howard Charlton Fund.....	1942	1,000.00
Mr. & Mrs. Costello C. Converse Free Bed Fund.....	1927	50,000.00
Fannie F. Eager Free Bed Fund.....	1908	5,000.00
George R. Eager Free Bed Fund.....	1921	5,000.00
Mr. & Mrs. William R. Elliott Free Bed Fund.....	1938	31,543.19
Free Bed for Eye Patients.....	1931	6,684.00
Edith W. Gallagher Fund.....	1933	10,000.00
Ferdinand C. Gammons Fund.....	1934	68,575.91
Nathan R. George Free Bed Fund.....	1943	29,197.38
Annie W. Gooding Free Bed Fund.....	1925	1,200.00
Isabella Louise Grant Free Bed Fund.....	1944	6,500.00
Lucy J. Haigh Free Bed Fund.....	1926	5,000.00
Bishop John W. Hamilton Free Bed Fund.....	1938	500.00
Mary Adeline Tobey Hastings Fund.....	1931	24,934.44
Elijah B. and Josephine M. Hine Room.....	1904	3,900.00
Abbie Hills Holbrook Bed.....	1935	10,000.00
Ida Sinclair Holt Fund.....	1927	25,000.00
Dr. Joshua C. Hubbard Free Bed Fund.....	1917	5,000.00
S. Elizabeth Huntington Free Bed Fund.....	1926	5,000.00
Soloman M. Hyams Beds.....	1929	10,000.00
Linda May Jackson Free Bed Fund.....	1931	600.00
Deborah M. Josselyn Free Bed Fund.....	1917	346.40
Nellie Louise Kidder Free Bed Fund.....	1930	745.24
Kingsbury Fund for Aliens.....	1911	678.05
Aimee Lamb Free Bed Fund.....	1931	5,000.00
Effie E. Lord Free Bed Fund.....	1941	1,000.00
Mary L. McIntyre Fund.....	1942	1,000.00
Flora E. MacGlaulin Free Bed Fund.....	1933	5,000.00
George H. Maxwell Fund.....	1927	10,000.00
Sarah K. Morse Fund.....	1928	1,758.00
Nellie S. Moulton Free Bed Fund.....	1931	300.00
New England Deaconess Alumnae Association Free Bed Fund.....	1931	10,200.00
New Hampshire Conference Free Bed Fund.....	1916	1,019.36
John A. Ordway Fund.....	1942	5,000.00
Albert N. Parlin Free Bed Fund.....	1930	25,000.00
Albert N. Parlin Free Bed Fund.....	1935	25,000.00
Abbie S. Peasley Free Service Fund.....	1917	475.00
Mary E. Pickering Free Bed Fund.....	1926	500.00
Anna M. Pickford Memorial Free Bed Fund.....	1927	25,000.00
Anonymous.....	1941	16,000.00
Georgia M. Whidden Porter Free Bed Fund.....	1938	20,696.84
Howard M. Ray Memorial Fund.....	1937	300.00
Mrs. Hannah R. Richards Memorial Fund.....	1923	1,000.00
Mary Elizabeth Slack Free Bed Fund.....	1944	25,000.00
Louise O. Twombly Fund.....	1937	100.00
Emma A. Ward Fund.....	1941	1,896.23
Catherine E. Watson Free Bed Fund.....	1923	5,000.00
William F. Willmann Fund.....	1934	4,887.33
Annie W. Woolson Free Bed Fund.....	1920	5,000.00

INCOME TO BE USED FOR GENERAL PURPOSES

<i>Name</i>	<i>Date</i>	<i>Amount</i>
Ada S. Blair Fund.....	1926	\$ 4,750.00
John & Harriet Champfrey Fund.....	1923	3,063.36
Philip Chase Fund.....	1938	50.00
Clark Fund.....	1900	2,910.00
Chester C. Corbin Fund.....	1917	100,000.00
Clara L. Crawford Fund.....	1925	5,000.00
Francis J. Douglas Fund.....	1926	500.00
Roswell L. Douglas Fund.....	1922	2,500.00
Mary George Fund.....	1915	1,000.00
Sarah R. Griffin Fund.....	1918	7,000.00
Francis W. Hale Fund.....	1935	1,000.00
Charles W. Haworth Fund.....	1936	300.00
Margaret E. Johnston Fund.....	1926	2,500.00
Willard Taylor Perrin and Lucy E. Perrin Memorial Fund...	1939	13,010.97
Chaplain and Mrs. Charles A. Plumer Fund.....	1922	200.00
Herman and Emma Richter Fund.....	1929	2,301.46
Elizabeth Clarke Rogers Fund.....	1928	5,000.00
Georgianna B. Sargeant Fund.....	1935	2,000.00
Smith-Hamilton Fund.....	1936	42,600.00
Ella Gertrude Spalding Fund.....	1934	2,114.87
Sarah S. Swift Fund.....	1929	2,275.70
Alice Wheeler Fund.....	1939	8,553.19

INCOME TO BE USED FOR SPECIAL PURPOSES

Jane G. A. Carter Orthopedic Fund.....	1928	\$ 1,000.00
Mary E. Holt Room Fund (Furnishings).....	1911	1,000.00
Daniel Fiske Jones Fund.....	1938	5,000.00
Sylvester Kimball Fund (Furnishings).....	1923	500.00
Gallah Levi Fund (Furnishings).....	1914	1,000.00
Mary DeShon Lowell Fund.....	1928	496.00
Fannie Kimball Morse and May Conant Morse Fund.....	1923	1,000.00
Walter S. North Fund for Study and Care of Diabetes.....	1941	1,000.00
William L. Shearer Fund.....	1932	10,000.00
F. B. and G. A. Webster Fund.....	1923	8,798.01

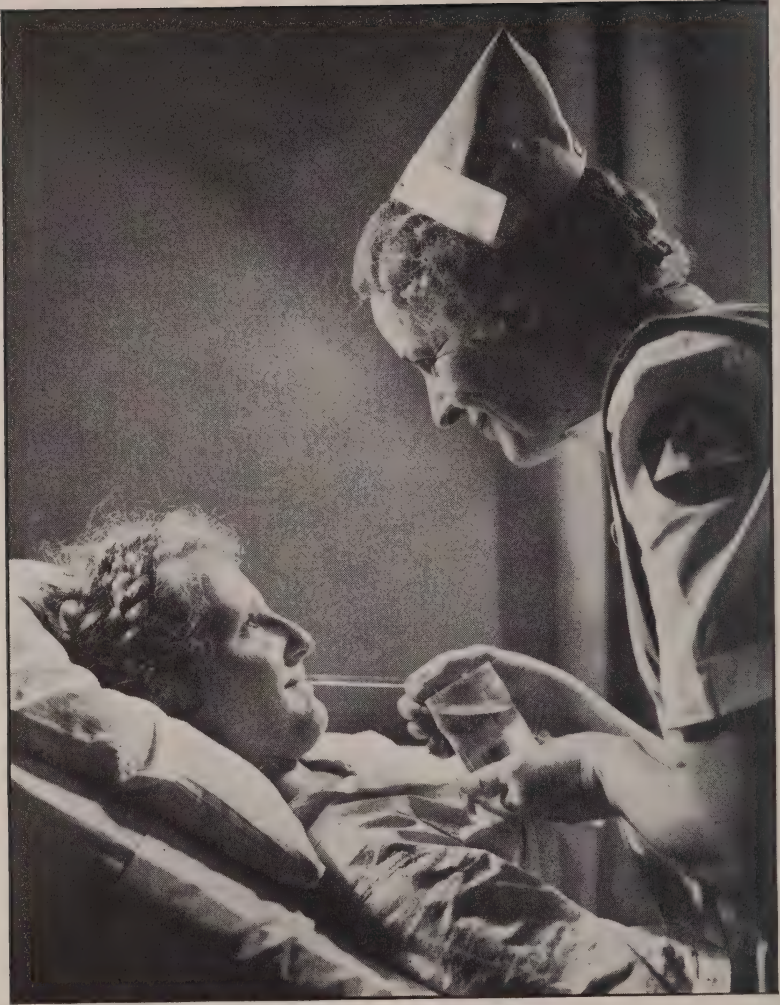
In Memoriam

REGINALD W. BIRD

FREDERICK A. FLOOD

CHARLES A. CHADWICK

J. L. SPAULDING, JR.



Service with a Smile!

REPORT OF THE ADMINISTRATOR TO THE ANNUAL MEETING OF THE CORPORATION

Last year at the Annual Meeting we reported that we had just finished the most difficult year of our experience and that was then true.

But the year 1944 has brought an intensifying of all the problems of last year, beside many new ones to try our souls. The diminishing number of competent Hospital personnel of all kinds, doctors, nurses, technicians, skilled labor, as well as help for all departments of the Hospital, has been appalling. Four hundred and ninety-five (495) have come and gone during 1944. This is 50 more than our usual number of employees in normal times. This turnover, with its accompanying inconvenience and additional labor imposed on the business office is an illustration of the difficulties we are grappling with today.

The most acute problem confronting hospitals and the public health today is that of an adequate supply of doctors and nurses to meet the present need. The home-front doctor is directly responsible for the continuing good health of the public and in most cases he is giving long hours and unusual energy under severe handicaps. The doctor at home today is over-age and getting older. Many a man due to retire has met the challenge of the times and continued work. Others have come back from retirement to re-exert themselves in one field or another. The home-front doctor is badly overworked and not without sacrifice. Waiting rooms are crowded; family doctors are literally "run ragged" while specialists are making appointments for weeks, even months ahead.

As for hospitals, the outlook is equally disheartening. In the face of the appalling lack of available nurses and institutional help, hospitals have been forced either to make serious concessions in their standards or close down departments or floors. The number of beds now available in accepted voluntary hospitals is far below that of pre-war days, and the doctor faces extreme difficulty or serious delay in locating a bed for his acutely sick patient or his surgical emergency.

Scarcity of nurses is the basic element in the entire situation. Nurses now on hospital duty are serving faithfully and well, frequently exceeding their normal routine. Many of them are married, some with children for whom they must care. Some are very old-timers, come back to do their bit just as the doctors. The institutions are exerting every effort — by using nurses' aides and volunteers — to lessen the strain on graduate nurses and to apply their nurses' training and experience to the best advantage. But the shortage of nurses in



Playtime

civil practice remains a serious problem; special nurses for the desperately ill are often not available at all.

The first aim of bureaus implementing any effort at solving this problem should be to understand it. There is no conspiracy of "doctors and institutions" against the war effort; no "bait of big pay" held out to nurses to dissuade them from joining the Army Nurse Corps. The pay of nurses is, as it has always been, too low.

Eventually the Nurse Cadet program should provide the reserves so badly needed now on both fronts. Unfortunately, it was started too late to be of much use in the emergency which now overwhelms

our military authorities. No easy solution for this shortage presents itself, but one fact is certain, no solution which involves stripping hospitals and civil medicine of its present minimal allotment of nurses is a solution; there is already too much peril in the understaffed hospitals and the severe restriction of bed-population now prevailing. We MUST supply the Armed Forces with the nurses essential to care for our boys in the Service, *this is basic*; but we must also protect essential workers at home and be mindful of the morale of the general public which can easily be impaired by fear of lack of adequate care when necessary.

With these incessant and increasing problems resistance and patience are growing thin. All are growing more tired and worn, some are breaking under the strain. Many are simply leaving the scene of duty and taking advantage of the unusual opportunities created by the War. The burden of responsibility on the mind and heart of the conscientious hospital worker is greater than in the usual lines of endeavor. When you know that human life is in your hands and often absolutely dependent upon your endeavor, not for eight or ten but for twenty-four hours a day, and when you realize that you cannot possibly do what you know is essential for the suffering patients, the strain is terrific. You go to bed at night praying that the unfortunate may not happen and start the new day with a prayer of thanksgiving when it has not. How often we wish that we could shut up shop at five o'clock and forget it all till morning at least, for the night often brings the most acute hours of the twenty-four. I commend the courage and patience of all who in any way labor with the sick.

AIDES

Although our problems have increased we have had real help this year. Miss Shrader, the new Director of Nursing and Principal of the Training School, has done a splendid job in a short time. She has demonstrated her ability to labor with everyone in a fine spirit of understanding and coöperation; she has established herself in the confidence of the Medical Staff as well as her own nurses and students; she has set new standards for her School and the nursing service and has generally lifted the tone of both in the midst of the most serious shortage of nurses we have ever experienced.

VOLUNTEERS

May I again speak with the highest sense of indebtedness and gratitude of the services rendered by the Volunteers, men as well as women. How some of these women leave their homes and serve, some of them daily, is beyond understanding. We are forever grateful

to them. Miss Learned, who directs this department, will report in detail of their work.

PERSONNEL

A new Personnel Department has been established during the year which has helped greatly. Besides being of increasing help to departments in securing workers, Miss Adams has been of distinct help to me in many ways. She also has established herself in the confidence of all our people and is directing a "job-analysis" study which should be of great value to us especially after the war.

Miss Lelley has come to us recently to replace Mr. Nash, in the business office. Mr. Nash was elected to the position of Bursar at the Milton Academy. Miss Lelley has had twenty-five years of fine experience in the Barnes Hospital in St. Louis, as head of their business office. We have already gained confidence in her loyalty and ability and expect her to grow into great usefulness to the Hospital.

A very new member of our Administrative Staff is Mr. Emery, superintendent of the laundry. Mr. Emery is an experienced laundryman, having just relinquished an important responsibility with the Army. We are very fortunate, I feel, to get such a good man at this time to fill the place of Mr. Cook, who had been with us for twelve years and has just been promoted to an important post with a laundry manufacturing house in New York.

I want also to speak with the highest praise and express my sincere gratitude for those heads of departments who have been with us for many years and have worked efficiently under constant strain. It is unquestionably on account of their loyalty and labors that we have been able to survive.

FINANCIALLY

Financially we have again had a good year. As Mr. Capper has shown, our debt has been reduced over \$200,000 and we are paying \$150,000 more on it February 1st. This will bring it down to approximately \$230,000 and should wipe it out in 1948. I well remember when it stood at over a million and a quarter dollars.

Our bequests during the year have amounted to \$323,011.71. Our income-producing departments have all done well. The X-ray Department, the Laboratory, the Blood Bank, Solution Room, Pharmacy Store have all had their best year financially. Hospital net income from patients has been good, exceeding last year by \$43,000. Savings in our Engineering Department are notable.

The 1944 average for evaporation (ratio of steam output to oil consumed) amounted to 14.19 (13 is good), representing an increase from 13.58 to 14.19, which would represent a net saving, based on

last year's oil consumption of \$1,019.50. To make further gains can be compared to climbing a steep hill, when the top is nearly reached, the travelling becomes more difficult. The labor saving due to the lye tank is most gratifying. We are now able to completely remove all old paint from metal furniture for an eight-bed ward, paint it and return it the following day. Previously this amount of work took twice the number of painters a period of five days.

Our expenses have increased by \$45,000, largely through payrolls, but with increased revenue we have been able to meet all expenses and close the year without a deficit, with only \$11,000 from the Community Fund.

Next year, however, will be another story. Income has about reached its peak unless we increase rates (which I think we must do) as expenses will be considerably higher, largely because of payrolls. A small increase of fifty cents a bed on most accommodations will not be a burden on patients and would solve our problem.

Massachusetts hospitals are seriously considering raising Ward rates to somewhere near cost, largely because the State and insurance companies will not pay more than the hospital's established rate and hospitals are generally losing money on all such cases. To establish ward rates at cost would not in any way hurt your free and part free patients. They would pay, as usual, what they could or nothing. It would, however, give you a rate which should be born by all compensation agencies such as cities, insurance companies, etc., and add to your Hospital's free work total.

PAYROLLS

As indicated, payrolls will be larger in 1945. Recently government agencies (WLB) in New York have directed four hospitals to increase their wages 15% and have also ordered that back pay, for one year, amounting to 15% shall be paid to all these employees. This total will amount to approximately \$400,000.

A matter which your Executive Committee is now considering and which seems essential to hospitals is some form of Social Security. If we are to hold essential workers we must have some form of security to offer them. I know this will add to the payroll a considerable amount but I think it is a necessary expenditure. (Community Fund approves.)

STATISTICS

The services of the Hospital are about at their peak. We averaged two more in the house daily this year than last. We did not have quite as many patients this year but the average stay was one day longer. The number of patient days was 700 more, which indicates a

larger service. There were more than 6,000 operations, an average of more than 20 each day. Perhaps half these operations would take an hour or less but many of them are brain, chest, cancer and extensive abdominal resections lasting from two to five hours.

In all, the Hospital treated 15,874 patients, 7,373 in-patients making an average stay of 14 days, and 8,501 out-patients.

IMPROVEMENTS

We completed the laundry tunnel early this year which has been of great value and has saved on labor. I hesitate to think what our problem might have been without it, with all this snow. We installed new sprinkler systems in Faculty House, the Laundry and the Shops, and we completed the elevator in Palmer, after long inconvenience.

CAMPAIGN FOR BUILDING FUNDS

After solving many difficulties with the Community Fund, and among our own group, we began our Campaign for Building Funds on July 10th. The Community Fund requested that no work be done during three months of the year, September, October and November. We made many first contacts in the summer, got the brochure out and mailed it to all our Corporation members and some friends and corporations, making what contacts we could. Our active free time began December 1st.

We report today almost \$530,000 from a comparatively few individuals and corporations. This does not include a quarter million dollar project the Methodist Church in New England expects to undertake in the spring. The Trustees and Corporation members so far have subscribed \$226,550.

In the beginning we despaired of any corporate gifts but so far have received \$40,000. What we need is workers. One small group which had had no former contact with the Hospital have raised over \$15,000 from individuals of whom we knew little. We must multiply this by 150 or 200 workers and our goal is assured. Mr. Ernest Howes has done yeoman's work but the need for more help is vital.

I want to express my sincere appreciation to all who have faithfully served the interests of the Hospital this year and trust that we may come through these stormy days successfully. We intend to. I am sure with God's help and the help of all of you we will.

STATISTICS

YEAR ENDED DECEMBER 31, 1944

Patients in house, January 1, 1944.....	279	patients.....	13.3
Patients admitted, 1944..	7,338	Average stay of ward patients.....	14.6
Medical.....	2,103	Operations.....	6,069
Surgical.....	5,235	Average operations per month.....	505
Private.....	1,471	X-rays:	
Semi-Private.....	1,401	Diagnostic.....	8,889
Wards.....	4,466	Therapy treatments....	5,020
Patients discharged, 1944..	7,373	Laboratories:	
Deaths.....	181	Autopsies.....	172
Hospital mortality....	2.4%	Bacteriological examinations.....	4,087
Autopsy percentage....	51. %	Electrocardiograms....	1,243
Patients in house, December 31, 1944.....	244	Surgical examinations...	6,379
Medical.....	43	Metabolisms.....	1,228
Surgical.....	201	Chemical examinations..	138,408
Total number of days service.....	104,422	Other special services:	
Medical days service....	25,759	Dental treatments.....	2,550
Surgical days service....	78,663	Consultations.....	2,697
Private room days service	20,757	Foot room service.....	6,646
Semi-private days service	19,521	Solutions.....	25,315
Ward days service.....	64,144	<i>Out-Door Service, 1944</i>	
Full paying.....	54,966	New patients.....	1,578
Part free.....	48,210	Old patients.....	5,190
Full free.....	1,246		
Average daily census.....	286.1	Total visits.....	6,768
Largest number treated in one day.....	319	Services rendered:	
Smallest number treated in one day.....	213	Examinations.....	2,002
Average days stay in hospital.....	14.2	X-rays.....	1,353
Average stay of private room patients.....	13.7	Deep therapy.....	2,856
Average stay of semi-private		Radium.....	55
		Laboratory.....	311
		Minor operations.....	191
			6,786

WARREN F. COOK,
Administrator



The Helping Hands of Our Friends

REPORT OF THE FRIENDS OF THE DEACONESS

The Friends of the Deaconess, now in its 13th year, has maintained its two-fold aim of working for the hospital actively, and by the raising of funds. Since 1942, our members have gone in increasing numbers into volunteer work in the wards. While probably the majority of volunteers at work today does not come from our ranks (though we hope these new young friends will eventually join our ranks) still we feel justified in saying that the six volunteers who have given the most hours (Gray Ladies, Ward Aides, and Nurses Aides) are all members of the Friends of the Deaconess. A large proportion of our group is beyond the age for strenuous ward jobs, but still continues faithfully to work twice a week on surgical dressings. Among our oldest members are three who have never missed a day at this necessary work.

On the Fund Raising side, the New Building Campaign has accelerated our project of many years. Last spring, when \$1,540 made at our Rummage Sale brought our fund to over \$9,000, we felt we were near our goal of naming an Operating Room for Dr. Daniel Fiske Jones. Then the new plans were made and we had the opportunity of christening a finer and larger operating suite, to cost \$30,000. This we have undertaken to do, with some trepidation. We now have \$17,100 of the amount set aside; \$1,200 more is in the General Treasury, and the Rummage Sale not far off. Our goal is hardly in sight, but we have high hopes.

The Friends, at their annual meeting, after a most interesting talk by Dr. Brigham, were addressed by Miss Shrader, and saw her afterwards at tea. Already we feel that a warm and close contact is being made with the Nursing Branch of the Hospital — one which has heretofore been lacking. Those of us who have the privilege of working with the nurses in these troublous days sense a new atmosphere since Miss Shrader's arrival. In spite of the growing shortage of help and the greater seriousness of the cases they have to nurse, which is putting an almost superhuman burden on the shoulders of exhausted supervisors and weary young students, we feel that the Hospital *can* carry on.

And when the war is over, and we have the New Building we so greatly need, when our brilliant doctors no longer have to keep urgent cases by hundreds on a waiting list and release convalescent cases before their time, then, under these doctors' guidance, and that of Dr. Cook and Miss Shrader, and still aided we hope by the Friends, the Deaconess will come into its own, and take an outstanding place not only in the Community, but in the entire country.

MRS. ALEXANDER GRANT.

ANNUAL REPORT OF THE NURSING DEPARTMENT

The Nursing Department of the New England Deaconess Hospital has cared for 286 patients daily during 1944. This is approximately the same number as in the previous year. Despite a fifty percent turn-over in the nursing office and the Head Nurse staff, and a one hundred percent turn-over in the Instructional staff and floor duty nurses, the nursing service has been maintained and the School of Nursing has been improved in several respects. Although there has been a marked reduction in the number of available nursing hours for care, and an increasing pressure from the Procurement and Assignment Committee, the spirit of friendliness and coöperation has been noteworthy.

NURSING SERVICE

During the year, various measures were effected to improve nursing efficiency. The five patients on Deaconess I were transferred to the Baker Clinic in order to release three nurses for the care of additional patients. The two Nursing Offices were centralized in one office in order to eliminate much duplication and to prepare for the future enlargement of the hospital. The Precedent Book and the Procedure Book were revised to maintain and strengthen nursing care. Additional equipment has been ordered which will improve hospital efficiency.

Hospital volunteers, as well as Red Cross Aides, contributed many hours of service and released nurses for more technical duties. However, despite the variety of auxiliary help which we have had, it was necessary to close a fifteen-bed floor for six weeks in the summer. This curtailment made possible the necessary repairs of that ward and enabled the department to utilize more effectively the four nurses who were released. Thus it was possible to plan for vacations for every staff member.

Since an acute shortage was anticipated in January, 1945, an appeal was made in December to the Alumnae, the Trustees, and other friends. A thirty-bed floor was not closed because of the heartening response.

PERSONNEL POLICIES

Personnel policies have been improved in keeping with recommendations of the Massachusetts State Nurses' Association. A salary scale has been established and a higher rate for part-time nursing employees approved. A forty-eight hour week for nurses has been introduced and staff education has been revised. The hospital and dormitory accommodations have also been redecorated and expanded in order to improve conditions.

Many of the staff have been taking part-time courses, and two head nurses are at Boston University for full-time study. These two nurses will return next summer much better prepared to carry on the hospital work.

NURSING SCHOOL

Since the middle of the year, the faculty organization of the nursing school has been strengthened, and active committees have been formed. In the fall we were able to report to the Massachusetts League of Nursing Education that we were one of the few hospitals in the state to have one hundred percent faculty membership.

The largest class in the history of the school was enrolled in September (forty-four). A Student Government Association was established in September and has already proved to be effective. A counseling program is under way. An extra-professional program has developed interest in sports, social life, and a monthly Vesper Service. We are also planning to form a glee club and an orchestra. The faculty and the student libraries have been greatly expanded and redecorated. The books have been reclassified and amplified, and a part-time librarian engaged. The educational program has been strengthened by a complete revision of the curriculum and by the addition of a psychiatric affiliation at Boston Psychopathic Hospital and Taunton State Hospital. Night assignment has been reduced from fifty-six hours per week to forty-eight hours per week in order to allow students one night off duty each week. The students' rooms at Harris Hall have been redecorated, and the instructors' offices were combined into a teaching unit.

In December, the National League of Nursing Education visited the school for its regular three-yearly appraisal; but no decision will be reached until February, 1945. However, I may say that the visitor was encouraging in her comments.

It is with pleasure that I submit this report of war-time achievement in the face of heavy odds. There are many problems to be met, but we feel that prospects are encouraging with the continued coöperation of the Administrative and Medical Staffs, as well as the other hospital departments.

Respectfully submitted,

MARGARET M. SHRADER,
Superintendent of Nurses.

January 29, 1945.

REPORT OF SOCIAL SERVICE DEPARTMENT

The Social Service Department is concerned with the main problem of illness and recovery as it relates to the individual patient. Interviewing and counselling are the chief services of the medical social worker, and she uses them in directing the patient toward adjustment to the limitations of illness or the steps toward health. She helps the patient plan for adequate living arrangements, better job opportunities, convalescent care, orthopedic devices, transportation, etc. Because of her familiarity with the set up and organization of various agencies in the community she selects from them those best equipped to meet the particular needs of the individual patient.

In the case of William, a youth in his early twenties, with osteomyelitis of his right foot, we were desirous of a rehabilitation program. This boy, without close relatives, had been crippled for four years and had been cared for in a state institution where he received only custodial care. After transfer to the Deaconess Hospital, our skilled surgeons, by a series of operations, have brought him to a stage where he will soon be able to discard his cast and crutches and walk almost normally. William is intelligent but because of his enforced inactivity and lack of stimulus due to an institutional environment he has not developed much ambition. A series of talks with the social worker disclosed a latent interest in precision mechanics. An interview was arranged with a worker of the State Rehabilitation Bureau who planned a correspondence course for the period of William's extended convalescence. This is to be followed by a definite course of training as soon as he can travel by streetcar. The local public welfare department has agreed to pay his board with friends so that he need not return to institutional life. This illustrates how an apparently hopeless case was rehabilitated by the care and skill of this hospital's personnel and by the judicious use of outside organizations. Instead of a helpless invalid to be cared for by the state for the rest of his life we have a confident, only slightly handicapped young man who will very soon be self-supporting.

An individual frequently needs help in adjustment to a more or less permanent handicap. Many patients have not only a physical condition for which hospitalization is necessary but also serious emotional difficulties which complicate their problems. Laura, only 22, had very severe asthma with attacks so acute and frequent that extreme measures, available only in a hospital, could bring her relief. She was small and thin, unattractive, uncommunicative, and suspicious of people. It took some time for the social worker to overcome Laura's diffidence and gain her confidence. An alcoholic father, an indifferent mother, and extreme poverty are not conducive to a happy,

healthy childhood, so Laura reached adolescence a shy girl who had no friends and lacked all confidence in her ability to make progress. At 15 her asthma developed, and since then she has had frequent admissions to many different hospitals. The absence of her husband who is in the Army overseas has not helped her morale. In addition to the skilled medical care Laura received, the social worker showed sincere interest in her problem and with the approval of the doctor arrangements were made for regular psychiatric interviews which are giving her some relief from her many fears. The Family Society and Red Cross Home Service have agreed to help with better living arrangements away from her family and will give financial aid to supplement her allotment. While neither Laura's physical or emotional problems have been solved completely she has been helped to obtain some insight into her difficulties and confidence in her ability to live a more normal life in spite of her physical handicap.

A total of 1,296 individuals (833 new and 463 old) were given service by the department during the year. They were referred by the administration, staff, nursing service, relatives, outside agencies or came by personal application.

One hundred and eighty patients were the average under care each month.

Three hundred and fifty-seven agencies of various kinds were contacted, many of them frequently, for services of one sort or another to our patients.

A relief fund of \$1,602.00 was raised and spent for the benefit of 38 patients. Among these were several diabetic children requiring special care in foster homes, cancer patients needing intensive nursing which could not be given at home, and young mothers requiring convalescence after surgery. In all 300 placements were made for foster, convalescent, and nursing home and institutional care. Others were helped from this fund for transportation, special diet, ambulance, medical supplies, dental care, artificial appliances, etc.

Through the generosity of the Friends of the Deaconess Hospital, Inc. the Junior Red Cross, student nurses and generous individuals, 40 elderly people and children were remembered at Christmas with gifts.

For the care during the year of 210 medically indigent patients, 140 private and public welfare agencies paid the hospital approximately \$28,000, which would otherwise have had to be given free.

It would not have been possible to carry the large volume of work without the able assistance of Mrs. Muriel Oakman, social worker, Miss Gladys Harrison and Miss Bernice Quimby, secretaries, and Mrs. Jewell Hughes, volunteer.

PALMER CANCER AND TUMOR CLINICS

The work in the clinics has been carried on most efficiently by a reduced number of surgeons, Doctors McKittrick, Smith, Sweet, Meigs, Miller, and Ingersoll, giving regular service at 12 clinics per month. Our attendance averaged 40 patients per week with a total of 2,002 visits during the year. All the New England states as well as about 6 others were represented. We hear many complimentary remarks about our pleasant waiting room restful pictures, and the kindness of the personnel. Miss Ruth Sherman and Miss Maude Maher have been assisted in the nursing care of clinic patients by volunteers, Mrs. Eugene Mather and Mrs. Paul Frederick. Miss Harrison has done the secretarial work of the clinics in addition to her Social Service duties.

PATIENTS' LIBRARY

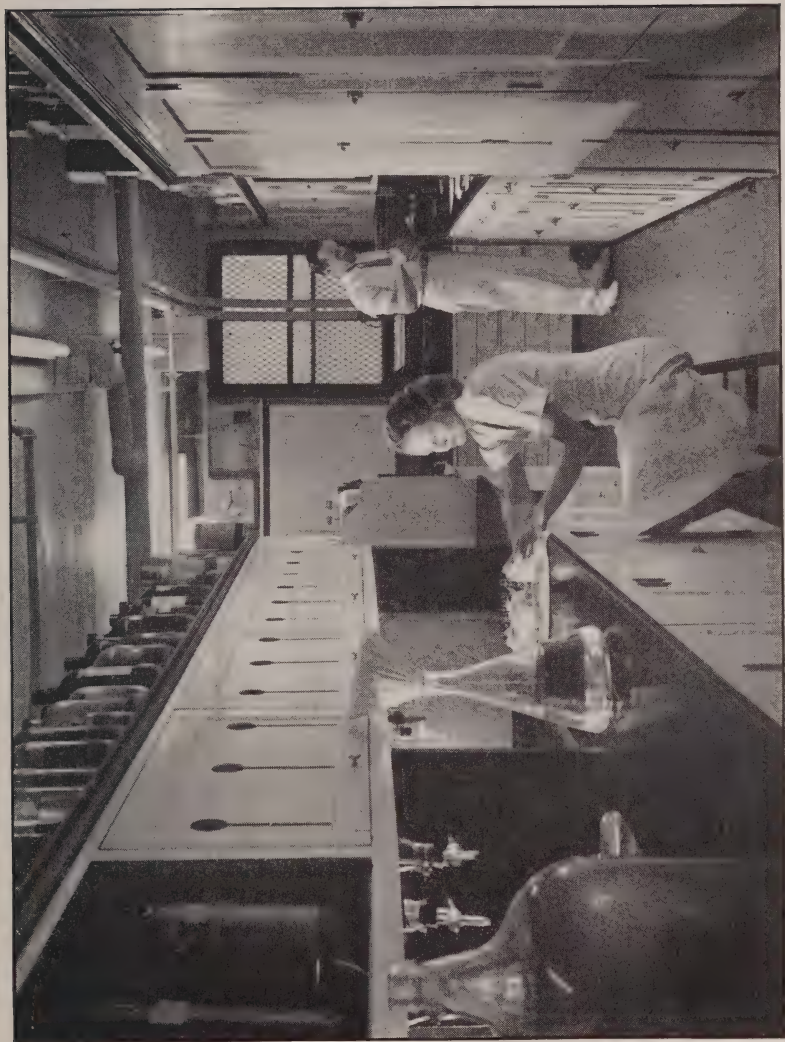
A noteworthy addition to the library this past year was the "Talking Book" service, government sponsored, for the blind or visually handicapped person. It has been most welcome to patients and has brought much pleasure to those unable to read. The State Department of Libraries has generously loaned us foreign books for our Russian, Polish, Portuguese, Spanish, Jewish, Italian, German, French, and Finnish patients. A total of 13,400 books has been circulated. Individual contacts with the traveling book wagon in the wards and in the library have totaled 22,000. Receipts of \$398.00 came from rental books and gifts, and enabled us to purchase 176 new best sellers and rebind 51 favorites as well as subscribe for magazines. Ten individuals have given us 157 excellent titles which we were happy to add to our collection. Our sincere thanks are given to our faithful volunteers, Mesdames French, Wardwell, Washburn, Bemis, and Miss Aronson, who have helped with the semi-weekly ward visits and in the library.

Repeatedly patients have expressed their appreciation of the book service which has given them not only a new outlook on life but has had therapeutic value as well. This is sufficient justification for the service.

Mrs. Beryl Paine, in addition to directing the work of the patients' library has taken on additional duties and is now in the process of organizing and cataloging the Nursing School library. A working arrangement has been made whereby the work of the two libraries will be correlated in the future, under one librarian, with the continued aid of our regular and student volunteers.

Respectfully submitted,

GERTRUDE S. JAMESON,
Director of Social Service.



Pharmacy Department

REPORT OF THE PHARMACY DEPARTMENT

The past year demanded the utmost in efficiency from the Pharmacy Department. The scope of work, volume, and net returns increased by an impressive percentage. The year's increase reflected favorably fourteen years of consistent progress. It will be remembered that \$100.00 was the initial sum appropriated to start this now active department, and a few comparisons might prove interesting.

In 1944 —

29,285 prescriptions were compounded and dispensed.

220,000,000 units of penicillin were dispensed (records of every unit were kept).

13,636 vials of insulin were dispensed.

220,000 cubic feet of medicinal oxygen were handled.

60,000 Sulfadiazine tablets were dispensed.

The list could go on and on. There are over 3,000 drugs and chemicals in stock at all times. Their total cost value is approximately \$33,000.00. This seemingly large stock "turns over" four times a year to yield a gross income of \$140,000.00. The original \$100.00 would cover the activities of the present Pharmacy for exactly six hours and fifteen minutes.

Unavailable and scarce preparations in the market made manufacturing more important than ever. In 1944, the following commonly used preparations were manufactured in the Pharmacy Laboratory.

600 gallons of Benedict's Qualitative Solution

250 gallons of Tincture of Green Soap

1,500 gallons of Boric Acid Solution

More than 1,000 gallons of Antiseptic Solution

120 gallons of Mouth Wash

150 pounds of Foot Powder

Various formula ointments which would weigh in total nearly a quarter of a ton.

Some profitable time was spent doing manufacturing for other hospitals and clinics. In fact, there were 8,175 orders outside the hospital, filled for doctors' offices, clinics, former patients, and other institutions. All of these were unsolicited requests, because we are not attempting to expand this phase of our work during wartime.

Special mention should be made of the finest kind of coöperation I have received from the Pharmacy Department personnel.

JOSEPH K. CHAMBERLIN,
Chief Pharmacist.

ANNUAL REPORT OF THE PERSONNEL DEPARTMENT

The Personnel Department was established in June 1944. A good many months have been spent in becoming acquainted with the Hospital and the employees. An effort has been made to gain rapport from all — from the department heads down the scale to the relief workers. Gradually more and more authority has been delegated to the department. Its growth has been necessarily slow so that it would be attuned to the policies of the Hospital and the demands and criticisms of those whom it serves.

Since October Miss Betty Housel, under the supervision of the Personnel Department, has been analyzing the jobs of the Hospital for job evaluation. This particular study has as its fundamental purpose the establishment of records for the department. The end product of such a study — a sound basis for equitable wages — should be of great value to the Hospital. The relationship of one job to another will be known. Comparative salary data will augment the results of the study so that definite wage scales can be determined. Of approximately 145 job titles, 110 have already been studied. Since there are often several people who come under one job title, approximately 350 people have been interviewed.

The record of the Personnel Department for its first half year shows that a workable beginning has been achieved. We serve as a clearing house for the employment procedure — recruiting, interviewing, and selection — coöperating as best we can in these times with all those who make their requests known. We are establishing new and more complete systems for keeping the records of our employees. Our office has become a place for settling grievances and discussing problems. The scope and usefulness of the department will become apparent in 1945.

ELLEN ADAMS.

January 29, 1945.

ANNUAL REPORT OF VOLUNTEER SERVICE

The second full year of Volunteer Service in the hospital has passed and the Volunteers have given an overpowering number of hours — 41,342. Had they been paid at the rate of 50¢ an hour, it would have cost the hospital \$20,671.00. There were 575 volunteers.

The Volunteers are divided into several groups doing various kinds of work:

I. THE REGULAR VOLUNTEERS

They are ladies who come directly to us and offer their services in any capacity that we can use them. They have had no previous outside training particular to hospital work, so we tell them what to do. They carry trays, feed patients, wash off bedside table tops, run innumerable errands, escort patients to and from X-ray, clinics, class room, etc. We have about 78 of these ladies.

They wear an all-white uniform and a white bandette with the hospital insignia on it. These Volunteers offering their services are doctors' wives, housewives, mothers, teachers, business girls and school girls. The school girls represent the Kathleen Dell School, Katherine Gibbs School, Simmons College and Wellesley College.

II. FRIENDS OF THE DEACONESS

a. The Friends of the Deaconess are a group of ladies who meet twice a week and make surgical dressings. Forty-three of them did 2,001 hours' work this past year.

b. A troupe of Girl Scouts, ten Windsor School girls, and Company I of the Civilian Defense Corps, consisting of twenty girls have also added to our surgical dressing supplies.

III. HOUSEMEN

We have had three gangs of housemen who come in their old clothes and do the cleaning and scrubbing of walls, hoods over stoves, utility rooms, sun rooms, tunnels, corridors, and in fact, any place that needs to be cleaned.

They are men who have been airplane spotters, airwardens, legion men, etc. — one gang consists of a father and his two sons aged 14 and 15. These men have been invaluable.

IV. RED CROSS NURSES' AIDES

They wear attractive blue pinafores over a white blouse and a blue and white cap with the Red Cross on it. They have taken a Red Cross course and can do actual physical care of patients such as: bed baths, T.P.R.'s, assisting nurses, etc., and are more than essential to the com-

fort of both patients and nurses. We have approximately 68 each month and they have done 20,373 hours this year.

V. MEDICAL AIDES

a. This is a new group added to our program. They are men who have taken an 18 hours' course under the direction of Miss Muriel Lund, one of our own nurses, in bed-making, T.P.R., bed baths, back rubs, etc. and then practice on the floor under supervision. We have seven of these splendid men and hope to add many more during the year of 1945.

b. Another group of men called Medical Aides work in the Operating supply room cutting bolts of gauze, cleaning wheels of tables and carriages in the operating room suite.

VI. RED CROSS GRAY LADIES

These ladies have taken a short course at the Red Cross and wear the gray uniform with white collars and cuffs, gray and white cap with a Red Cross on it. They pledge approximately eight hours a week or more, and we are the beneficiaries of that pledge. They go quietly and efficiently back and forth on the floors, doing the same kind of work as our regular Volunteers. We have about thirty-five of these ladies.

Every time the Volunteer Office has been called to fill an emergency we have tried to work magic and have a Volunteer to fill the order. Just a few of the unexpected requests were running elevators, covering Information Desks, taking patients to trains, acting as door man, seeing that patients keep their appointments at outside hospitals or doctors' offices by escorting them personally, canning peaches, washing dishes, clearing dishes from tables in the doctors' dining-room, messenger work, etc. If we cannot produce a Volunteer, either Miss Binney, my secretary, or I answer the call ourselves.

1944 has been a year of progress and I wish to take this opportunity to thank the entire hospital from Dr. Cook down through heads of departments, supervisors, head nurses, nurses, student nurses, kitchen and housekeeping help — in fact, one and all for their coöperation and willingness to accept a new spirit of service.

May we look forward to another year of united work and understanding in this hour of need.

Respectfully submitted,

CONSTANCE B. LEARNED,
Director of Volunteers.

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1945

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ANNUAL REPORT OF THE SURGEON IN CHIEF

Were this report that of an individual person, I would hesitate to make some of the comments which will be made in it. Representing, as it does, a professional group, it seems to me but fair to call attention to the difficulties which exist today in rendering medical service. Due to the shortage of help, professional and non-professional, difficulties and complications of medical care mount month by month. Doctors, nurses, and nonprofessional help in the hospitals, work longer hours, work harder, and bear greater burdens. As the members of the Trustees and Corporation of the hospital know, the nurse shortage became so acute as to threaten the closure of wards, which has, thanks to the volunteering of graduate nurses, been avoided.

It will be of interest, I am certain, to the Board of Trustees and the Corporation, to appreciate that in spite of all of the above difficulties, the standard of care in the hospital has been very successfully maintained. It is, however, distressing to me to see operations, often quite urgently needed, deferred week after week, because of the number of people who are on the waiting list. Everyone realizes that this is unavoidable. At the present time it is very graphic evidence of how difficult the situation is for everyone.

I do not need to call the attention of friends of the hospital to the fact that the members of its professional and nonprofessional staff, nurses, doctors, and nonprofessional help are literally scattered to the ends of the earth where they are aiding in the care of the sick and injured personnel of the Armed Forces.

The hospital continues to participate in the training of Naval Officers in many branches of medicine, and has played a not inconspicuous part in so advancing the experience and abilities of many of these men in anesthesia, various branches of surgery, x-ray, and other medical activities, that they have become capable of rendering more efficient service to the Armed Forces. Owing to the shortages of medical personnel within the Navy, these arrangements are about to terminate with the understanding that at any time should the Navy care to resume them, further assignments of Naval Medical officers will be gladly accepted for training.

In making such a report as this, I am sure that the Staff would want me to express their gratitude to the many lay people who have assisted the hospital in various capacities in maintaining its activities, and without whom, the hospital would have great difficulty in continuing to care for the sick so satisfactorily.

The Staff feels certain that in spite of all the complications of war-time maintenance of such an active hospital service as exists at the New England Deaconess Hospital, with the large number of very ill cases and of such serious magnitude, it will be able to continue to care for these patients, that the Trustees and members of the Corporation will continue to be proud of the product of the work of its hospital.

FRANK H. LAHEY, M.D., *Surgeon in Chief.*

REPORT OF THE PATHOLOGIST FOR 1944

While, during 1944 the problems of manpower shortage mentioned last year have been intensified, the loyal coöperation of the staff of the laboratory and related activities has enabled us to function with only slightly impaired efficiency. Research, however, has virtually been abandoned.

The training of naval medical officers in pathology as a part of the Lahey Clinic Naval Training School has been continued. The responsible positions to which those graduating from this course have been assigned is gratifying evidence of its value.

The availability of penicillin for the patients in the hospital, and the need for exact knowledge of the infectious agents in using it for treatment, have greatly increased the work of the bacteriological laboratory.

The program for training in pathology of residents specializing in X-ray diagnosis and therapy has been continued. Under this plan, radiologic residents from the Peter Bent Brigham and Children's Hospitals receive training in pathology here. Drs. Martin H. Wittenborg and Jasper N. Ross were with us on this basis.

A serious need of the post-war period is adequate opportunity for specialized training of the doctors who have been serving in the Army or Navy. The needs of the services have prevented many from obtaining their usual postgraduate training. The problems of military medicine are not parallel to those of civil life and doctors cannot readily shift from one type of work to another. We hope in this laboratory to offer adequate opportunities for training of pathologists. Already one veteran of the Navy is studying pathology with us.

Our assistant pathologist, Dr. William A. Meissner, had been able to help us through much of the year, but is now on active duty on a hospital ship. He has been succeeded by Dr. Merlin L. Trumbull.

Dr. Morris J. Pickett has succeeded Dr. Charles Ordman in the bacteriological laboratory. Dr. Philip M. LeCompte is supervising the Blood Bank, and Dr. Henry O. Paquin, Jr. is resident. Lieut. Edward K. Morse, now on duty with the Army, was assistant resident.

The statistical report is appended.

DR. SHIELDS WARREN.

1944

Blood Bank

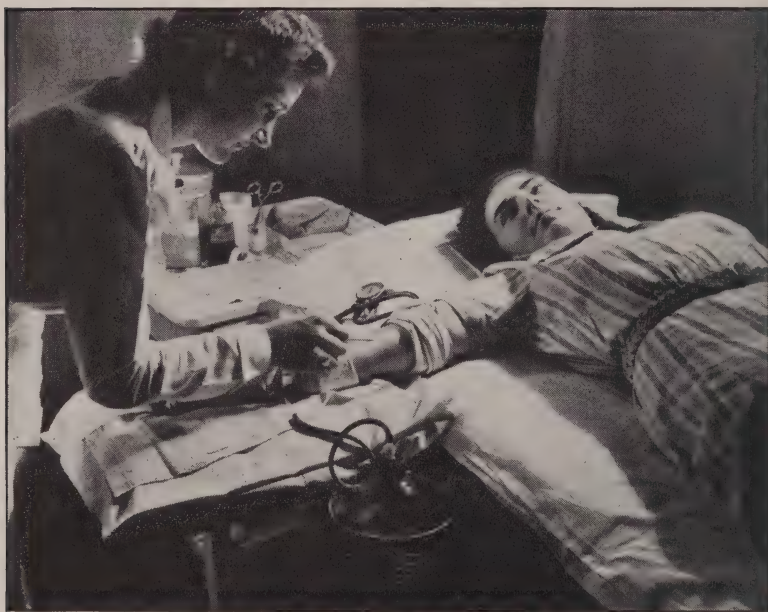
Transfusions given.....	2,993
Donors.....	3,365
Units of plasma on hand 12/31/44.....	387

Laboratories

Autopsies.....	171
Bacteriological examinations.....	4,087
Basal metabolisms.....	1,228
Chemical examinations.....	138,428
Electrocardiograms.....	1,243
Surgical examinations.....	6,381

Solution Room

Total solutions given.....	25,315
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*Blood Bank*

DEPARTMENT OF ROENTGENOLOGY

It is a real pleasure to write *finis* to the year 1944 since it was a year of shortages and headaches. There seems little assurance that the shortages will be less acute or the headaches less frequent during the year to come, but it is a relief, none the less, to know that one such year is behind us.

I am happy to be able to report that we were never wholly without films and that none of our machines was ever tied up because of lack of a tube or other essential part. I sincerely hope that our good fortune in this regard may continue, although we have only recently been warned of even more severe film shortages and of further delays in delivery of all major items of equipment.

We were happy to accept delivery of a new mobile or bedside unit late in December. It had been ordered some thirteen months previously. A new generator and control panel for the cystoscopic room were ordered in May, but have not yet been received.

We missed greatly the stimulus of a resident in the department throughout the year, but were happy to have the help of Dr. Mark Donovan for two short months. During the year arrangements have been made with the Peter Bent Brigham and Children's Hospitals for a combined service in roentgenology. This is a three year service leading to certification by the American Board of Radiology. Candidates will spend six months with Dr. Warren in our department of pathology, receiving their basic training in that subject. They will later have six months' training in pediatric roentgenology at the Children's Hospital, six months in our department and the remainder of the time in the X-ray department of the Brigham. It is our belief that such a combined service will be of greater value to the resident than would a similar period of time spent in any one of the three hospitals. The first two residents to come under this new plan have already completed their period of training with Dr. Warren, and the first one will come into our X-ray department in July, 1945.

The statistics for the year show that 8962 examinations were carried out. This is an increase of approximately 33% over 1940, and of 100% over 1935. The number of X-ray treatments for the year totaled 4931. This latter figure has been fairly constant during the past four years, but is somewhat below our peak year of 1939.

Respectfully submitted,

JOSEPH H. MARKS, M.D.,
Roentgenologist.



X-Ray

THE MOTIVE behind the growth of the Deaconess Hospital has been the instinct and desire to care for those sufferers who are not able to care for themselves. The need is greater today than it has ever been. Why not let skilled workers be the servants of your good will?

New England Deaconess Hospital

FRANCIS W. CAPPER, *Treasurer*

16 Deaconess Road, Boston

Enclosed find \$.....as my contribution
toward relieving the suffering of the poor.

Name

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.....

